ᴧ CADASTA
Your Rights, Your Future

CADASTA FOUNDATION

2016 ANNUAL PROGRESS REPORT

March 17, 2017

CADASTA
Your Rights, Your Future

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SECTION ONE – OVERVIEW

As **Cadasta moves into an exciting phase of growth and uptake** of our technology by partners working in the field, we can look back at our programmatic and technological achievements in **2016 as providing the backbone for the exciting path we are now on**. This report provides a narrative of those achievements and finances for 2016 and a summary of our 2017 annual plan and budget.

The release of demo and production versions (MVP 0.1) of our Platform at the start of 2016 was fundamental to our ability to continue collaborations with early adopters such as Namati. Perhaps more importantly though, **having a live system enabled our Programs team to engage with more organizations** that would become important users of the system after the Platform was migrated over to the Django framework in July 2016.

The successful release of the Django version of the Platform was also an important outcome for the organization because it was developed internally by Cadasta's own team of Developers and UX/UI design specialists. The recruitment of a **DevOps Engineer** prior to its release saw the **adoption of leading contemporary processes and technology underpinning the entire development environment and software release cycles**. These are continually being reviewed and refined as needed to drive team efficiency and get software updates to users more quickly.

Cadasta's theory of change remains premised on the belief that we can achieve transformational change for beneficiaries by providing technology to partners to map and document the existence of and complex set of relationships between people and places. To that end, throughout 2016 we consistently sought partner feedback on priorities for new Platform features and functionality. The addition of the **Product Owner** to our Programs team helped **formalize and make more efficient this feedback loop between partners and the Tech team**.

By the end of 2016, Cadasta had **eight partner organizations that have captured or are in the process of capturing data** onto the production instance of the Platform under a variety of use cases. The projects these organizations have created on Cadasta currently cover approximately **30,000 households**, where the data is collected at community or household levels depending on the partner's specific use cases.

Our partner CRM pipeline currently shows **an additional 10 partner projects that are likely** to commence data collection during the **first quarter of 2017**. The organizations managing these projects are at various stages of Platform analysis and testing, with projects covering more than **100,000 households**.

ON and UK aid were very supportive promoting Cadasta to potential partners throughout 2016, which has supplemented our Programs team's own business development and marketing efforts in this area. An example of this was our participation in the USAID funded SAWIT Challenge in Indonesia, which has resulted in **multiple prospects now emerging in the area of sustainable sourcing and securing land rights for smallholder palm oil farmers**.

Partner uptake of the Platform has also provided **valuable content** for the creation of communications materials and messaging that further **builds our presence and brand** as a disruptive technology solutions provider for land rights documentation. Contracting with Landesa's former **Communications Director has strengthened our team and significantly improved our outputs** and approach to external communications and marketing, which is vital to drive partner uptake as well as ensure coherent messaging to current and potential funding partners.

As a growing organization, we have continued to devote resources to strategies and systems that help **overcome the effects of having a globally distributed team**. With internal systems and regular communications strategies in place, **meeting in-person continued to show its worth** in 2016. The Tech team held a working retreat in Washington (DC) in April, while while entire team met in Frankfurt (Germany) in August. The latter included **facilitation support provided by ON's Human Capital team** to work on building out Cadasta's 2017-2020 Strategic Plan.

The **Strategic Plan was further refined into final draft form at the end of 2016** and is awaiting feedback and ratification by the recently expanded Board of Directors. The expansion of the **Board has increased its diversity, skills, experience, and opinions** that can be called upon by our management team, in addition to strengthening overall Board governance. Planning and **finding new sources of funding support for Cadasta is the highest priority** for the organization leading into 2017, and input from the new Board members will be sought in this area.

Reporting Progress Against Specific Goals of Omidyar Network Grant

Reach: At least one pilot is fully operational with at least one operational partner

This goal has been achieved and exceeded as reported within Section Three of this report

Engagement: At least one government agency has signed a contract to develop a Cadasta application program

Building on small scale testing undertaken by the Kosovo Cadastral Agency, progress continues to be made towards more substantive government uptake through field use by Uttaran under a government sanctioned land program in Bangladesh, and piloting in India by Landesa. Additionally, some partner projects anticipated to start in early 2017 include engagement with Government line agencies. While these projects may not include a direct contract between Cadasta and a government agency, they often include a contract or MOU between implementing partners and government related to use of Cadasta technology and/or data captured within Cadasta.

Influence: Broader sector-level change will result not only from citizens gaining representation of their claims to land and increased perceptions of security of tenure, but also from the eventual use of Cadasta Foundation data by the private sector and government for alternative service delivery. Grantee is also expected to influence diverse stakeholders in the advocacy, funding, and use of more inclusive geospatial datasets and easy-to-use tools for crowdsourced land rights.

Field trials of Cadasta tools under Landesa's community led titling program is just one example of where Cadasta tools and hosted data are likely to be used by government through alternative service delivery models. Projects currently under analysis in Indonesia related to sustainable sourcing for smallholder palm oil farmers will also include use of data by both private sector corporations (e.g. Unilever) and government agencies. Throughout 2016, Cadasta continued to advocate for increasing open datasets for land and resource rights, which included a collaborative fellowship with the Open Knowledge Foundation, which is also reported on in Section Three of this report.

SECTION TWO – FINANCIAL AND ADMINISTRATIVE

Funding

During fiscal year 2016, Cadasta received funds from Omidyar Network in the amount of $1,230,000; UK aid in the amount of $779,671; Namati, Inc. in the amount of $7,752; and Nelson S Talbott Foundation in the amount of $2,000. As of December 31, 2016, Cadasta had **$354,001.07** in restricted Omidyar funds and **$54,034.74** in restricted UK aid funds. Cadasta anticipates to receive quarterly funding from UK aid in advance of upcoming quarterly spend, while Omidyar funding is based on previously agreed grant tranches.

Operations

Fiscal year 2016 was dedicated to improving the previously established operating procedures, streamlining support functions, revising and cleaning up policies based on legal reviews, and implementing improved systems that help manage the day to day operations of the organization while allowing the executive team to concentrate on growing the user base of the Cadasta Platform.

- During the early part of 2016, Cadasta worked with Gelman, Rosenberg, & Freedman (GRF) CPA to complete its 2015 financial audit. GRF presented the organization with a clean audit. One of the major recommendations of the audit was for Cadasta to improve its internal controls specifically establishing segregation of duties in order to mitigate any risk of financial mismanagement.

  - Based on the audit recommendation, Cadasta established additional review and approval procedures by the CEO that included monthly bank statements, monthly bank reconciliations, and monthly corporate credit card review procedures.

  - Adopted a whistleblower and document retention policies that were included into the HR Policy Manual.

- Streamlined communication channels between Support Teams and Programs and Platform Tech Teams in order to efficiently grow partnership development efforts without the need to expand the supporting functions of the organization.

- Cadasta Foundation hires staff based on expertise, talent, compensation, and passion to work for a small non-profit organization that is working to democratize data processes of mapping and documentation for the estimated 70% of the world's population living without formal or documented land and property rights. Since Cadasta attempts to hire the best available staff irrespective of their location, Cadasta accepted a level of risk in hiring international staff through contractor agreements.

- Recently, Omidyar Network advised Cadasta that they are no longer comfortable taking on the risk of having a grantee contract staff through independent contractor agreements that should be classified as employees. ON required Cadasta to perform legal reviews for each international location where Cadasta has a full-time contractor presence. Currently, Cadasta utilizes staff that reside in USA, Australia, Germany, Ireland, Philippines, and Spain.

- Cadasta performed the necessary due diligence in every location that is listed above and has either already taken the necessary steps to abide by the recommendations from the legal review or presented the board of directors with management's recommended actions in order to register the organization as a foreign employer and reclassify the staff to full-time employee.

- Cadasta has also utilized contracting and due diligence best practices taken from the legal reviews in ongoing hiring procedures.

Financial Review

Function Type	2016	% of Total	2015	% of Total
Community Dev	$ 48,563.20	2.8%	$ 54,572.67	4.0%
Finance	$ 91,545.33	5.3%	$ 63,609.93	4.7%
Fundraising	$ 126,334.12	7.3%	$ 52,330.68	3.8%
Operations	$ 253,838.53	14.6%	$ 641,039.20	46.9%
Partner Dev	$ 236,062.55	13.5%	$ 64,808.12	4.7%
Platform Dev	$ 835,066.51	47.9%	$ 449,692.75	32.9%
Program Mgmt	$ 151,015.53	8.7%	$ 39,653.78	2.9%
TOTAL	**$ 1,742,425.77**		**$ 1,365,707.13**	

Cadasta completed 2016 with a total spend of $1,742.2k compared to $1,365.7k in 2015. Cadasta increased the amount of time and cost it spent on Fundraising efforts from $52.3k in 2015 to $126.3k in 2016. Partnership Development, Platform Development, and Program Management efforts have also significantly increased from 2015 to 2016 with a total spend in 2016 of $1,222.2k compared to $554.2k in 2015. This is due to the organization changing its primary concentrating from establishing operations to delivering a working Platform and developing partner relationships that drive uptake of the system. Due to the change in focus and previously established operating systems and procedures, the Operations cost declined to $253.8k in 2016 from $641.0k in 2015.

Cadasta had previously budgeted a total spend of $2,545.7k for 2016 and achieved a positive variance of $803.2k compared to $1,742.2k in actual 2016 spend. The lower spend stemmed from more efficient

operations, specifically a lower spend on Salaries, Health Insurance Reimbursement, Personnel Training, Data Streaming and Hosting costs, Travel, Consulting, Fellowship, Audit, Legal, and Other Professional Fees, and Other costs, offset by higher Platform Development Costs.

- Salaries and related expenses were $343.2k below budget due to Program Development Specialist, Associate Professional Services and Marketing & Communications Specialist positions remaining unfilled and elimination of the Community Director position. The Development Operations Engineer position was also budgeted under Salaries but is being accrued under Platform Development-In-House.

- Health Reimbursement Plan expense was $76.4k lower than budget since not all of the employees utilized the entire allowable health insurance reimbursement and a lack of spend from 3 open full-time positions and Community Director position.

- Personnel Training expense was $10.6k lower than budget because the staff did not take on much training in 2016.

- Platform Development expense was $31.8k above budget due to higher spend on in-house Platform Development that stemmed from a recognition of cost for the DevOps Engineer position that was previously anticipated to be hired as an employee.

- Data Streaming and Hosting were $67.5k below budget due to Cadasta's slower ramp up of utilization of AWS services and imagery streaming. Cadasta anticipates to ramp up the use of data streaming and hosting services during the beginning of 2017 and expand the use as the number of partners/communities/households that are being hosted on the platform increases.

- Travel related costs (airfare, accommodation, meals, transportation) were $195.6k below budget due to Team meetups costing significantly less than planned since staff shared AirBnB's, purchased cheaper airfare tickets, and Cadasta concentrating on limiting additional travel. Cadasta has also not incurred any Community Development related travel since the Community Development Director is no longer part of the team. Cadasta also previously budgeted a Dev Team meetup in November of 2016 which did not occur, saving the company approximately $31k.

- Consulting, Fellowship, Legal, Audit, and Other Professional Fees were $103.8k below budget due to the company's concentration to utilize fewer legal services and a lack of spend from not participating in Spring 2016 Outreachy fellowship program. The lower Consulting Fees are due to the company not utilizing outside consultants for Community Development related outreach and not building as many one-time integration applications to Cadasta's platform for partners.

- Marketing & Advertising was $20.7k below budget due to the company not utilizing large spend that was previously budgeted by the Community Director. Cadasta has been able to perform similar community outreach efforts through existing networks and with the assistance of the in-house

Graphic Designer.

- Cadasta has recently acquired the services of a communications specialist to help align and centralize the marketing & communications strategy for the company which has been incurred under Consulting Fees and is expected to continue into the early part of 2017 before Cadasta hires a full-time Communications Specialist.

- Cadasta continued to operate below budget and controlled spend as its other expenses (Mobile Communications, Internet Reimbursement, Office Supplies, Copying & Printing) were $13.1k less than budget. Other costs were offset by $1.6k in higher banking fees than previously budgeted since Cadasta had more international staff than previously anticipated requiring additional wires.

Cadasta continued to concentrate on delivering on its mission through platform and programmatic work while maintaining an overall lean supporting operation. The lower spend in 2016 compared to budget is anticipated to push out the funding runway for the organization into **the middle 2018 without raising any additional funds**, assuming that Cadasta receives the entire grant funding amounts from Omidyar and UK aid.

Staffing

See Annex 2 for Cadasta Foundation Organizational Chart.

SECTION THREE – PROGRAMS

With the release of the Platform MVP in early 2016, Cadasta Foundation was able to begin work with a number of already identified programmatic partners early in the year. Early training on the Cadasta Platform with partners, including Namati (January 2016) and the Kosovo Cadastral Agency (April 2016) led to critical feedback regarding functionality, training approach and materials, and the use of mobile tools.

In July 2016, with the release of version 1.0 of the platform, Cadasta was able to initiate more intensive work with a number of partners, resulting in training, and subsequent use of the platform for a number of partners, including:

- The Ogiek Peoples Development Program (Kenya) in July 2016;

- The Kivulini Trust (Kenya) in July 2016;

- The Justice & Empowerment Initiative (Nigeria) in August 2016;

- Uttaran (Bangladesh) in September 2016;

- Landesa (Telangana, India) in September 2016; and

- KESAN (Myanmar) in December 2016.

Organization	Households on Platform	Data Open to Public	Data Collection Time Period
Kosovo Cadastral Agency	11	No	May 2016
Ogiek Peoples Dev. Partnership (OPDP)	500 (est)	No	July 2016 - Ongoing
Kivulini Trust		No	July 2016 - Ongoing
Justice & Empowerment Initiatives (JEI)	15,300	No	Sept 2016 - Dec. 2016
Landesa (Telangana)	39	No	Sept. 2016 - Pending Follow On Funding
Uttaran	13,180	No	Sept. 2016 - Ongoing
Community Self Reliance Center (CSRC) of Nepal	1,123	No	Nov 2016 - Ongoing
Landesa / PRADAN (Odisha)		No	Feb. 1. 2017 - March 2017

The launch of Platform 1.0 has allowed Cadasta to garner critical input from system users utilizing actual data and resulting in feedback regarding training and data collection needs. Furthermore, additional platform functionality has been added on the basis of partner-led feature requests, including:

- Integration of drone imagery into GeoODK (KCA);

- Bulk data migration (Uttaran, CSRC, KESAN);

- Import of GPX files (JEI);

- Options for various imagery sets on platform (JEI);

- Support for advanced questionnaire feature (all);

- Multilingual support in XLS Forms in forms (Landesa, KESAN);

- Support for multiple languages in GUI (Daemeter, EcoHub, ARC, MBSCUDA, HfH);

- Support for multiple languages in Graphical User Interface (Daemeter, EcoHub, ARC, MBSCUDA, HfH); and

- Forms / questionnaire modifications (all)

The Programs team is now largely in place, with a Product Owner (David Palomino) joining Cadasta in August of 2016, and a Field Support Technologist starting in early 2017. The fully operational Programs team has now been able to increase outreach to potential users establishing a robust pipeline of potential opportunities, and expects to significantly increase uptake of the Platform in 2017.

While 2016 has allowed Cadasta to operationalize the Platform with a number of partners, we have also established the necessary infrastructure to manage partners, contacts, and a partner pipeline through a CRM system (Insightly). With the Platform fully operational and stable, we have been able to finalize initial Platform documentation (in multiple languages), embed platform walkthroughs on the demo site, and improve training materials. Early 2017 will see further development of user video guides and improved training materials.

Open Data

Open data in land information is a critical component of Cadasta's work as we seek to not only document the rights of those left out of the formal system, but also depict the range of formal rights that exist. As Cadasta began to review government data sets globally, it became apparent that there is a lack of consensus regarding what open data in land information actually entails. While both the Open Data Barometer (from the World Wide Web Foundation) and the Open Data Index (from Open Knowledge International) produce national rankings of open data in land information, a detailed review revealed weaknesses with both indexes.

Together with Open Knowledge international, Cadasta supported a fellowship from March - August 2016 intended to refine the definition of open data in property rights, and better identify best practices at the national and sub-national level in regards to open data in land information practices.

Our research fellow developed an overview of open data in property rights, a risk matrix relating to land information, identified common user personas of open data, and together with Open Knowledge developed a country level analysis of agencies managing land data. The fellowship resulted in a revised approach to the land component of the Open Data index, an invitation (and sponsorship) of her participation at the International Open Data Conference where she served on a panel relating to integrating domains specialist in indice development, and the development and moderation of a "Land Debate" on open data and land governance for the Land Portal. This Land Debate proved to be one of the most highly trafficked of the Land Portal Debates, and resulted in the DFID LEGEND program requesting a side event focused on Open Data and land at the 2017 World Bank Land & Poverty Conference.

SECTION FOUR – TECHNOLOGY

2016 was a year of maturation of the Cadasta platform. There were two major release milestones prior to Cadasta moving to a more traditional agile rolling release cycle. The first major release was in January of the Minimum Viable Product (MVP) build by an outside firm which was used to obtain initial partner feedback. Built on top of the existing CKAN platform this allowed Cadasta to begin training partners and prioritize future feature development. In July, Cadasta released a Django based version of the platform built primarily by Cadasta's internal technical team. All releases can be reviewed as they happen from Cadasta's Github organization (https://github.com/Cadasta/cadasta-platform/releases).

2016 Key Milestones

Feature Description	Date
Release of MVP 0.1	2016-01-15
Release of MVP 0.1.1 (Beta)	2016-03-31
Creation of demo, staging and production environments	2016-07-13
Release of in-house Django Version 0.1.2	2016-07-20
Shapefile exports	2016-08-30
Multiple Language Support (GUI released in Portuguese)	2016-09-15
Initial API release	2016-09-15
User Documentation Release	2016-09-30
Integration with Opbeat for Monitoring	2016-10-19
Data Imports	2016-10-19
Support for additional basemaps	2016-10-19
Kartoza selected as firm to build QGIS Plugin	2016-11-03
API Documentation Initial Release	2016-11-09
User walkthroughs (using Inline Manual)	2016-11-11

User Interface Released in Indonesian	2016-11-15
Database and Map Performance Improvements	2016-11-22
Data Imports among different Cadasta projects	2016-12-12
Additional ODK/XLSForm Features	ongoing
User Interface Released in Spanish and French	2017-01-02

Software Development Cycle

Cadasta is using agile software development for its release cycle. Sprints occur over a four week period and end in a release to the production Cadasta platform. The process of each sprint is as follows:

- Features are prioritized from the backlog by the Product Owner

- A subset of the development team determines how many can be done in a three week period

- A sprint planning meeting occurs and tasks are assigned to each developer

- When completed developers submit a pull request and two other team members review their code before it is merged into master

- After the sprint is completed it is deployed to staging

- Programs and Technical Team test features on staging and report bugs if needed

- Bugs are prioritized and ones that must be fixed prior to release are assigned and completed (fourth week of each Sprint period)

- Additional deploys to staging occur as bugs are fixed and repairs are verified

- Programs team approves that the release is ready for deployment

- New features are deployed to demo

- New features are deployed to production

Staffing

Cadasta's technical team has further grown and developed over 2016. Three additional full-time developers were recruited and hired to develop Cadasta's core platform. A DevOps Engineer was brought on in July to manage Cadasta's systems, IT security and release process. In December 2016 Oliver Roick was promoted to Lead Developer to continue to develop software, but also oversee the day to day software development.

Cadasta participated in Outreachy twice in 2016. Outreachy is an internship program for underrepresented groups in open-source technology. The first project was to improve the Field Papers interface to prepare it for later integration into Cadasta's workflows. The intern working on that project was subsequently recruited to our technology team, and joined Cadasta as full-time staff in March 2016. The other two projects began in December 2016. The first was to allow users to create PDFs of their Cadasta projects for paper based data collection and the second was to improve integration testing on Cadasta's staging system.

SECTION FIVE – COMMUNICATIONS

There was a strategic refocus of our communications strategy in 2016; with a switch from outreach led by our previously employed Community Engagement Director, to bringing on a short term subject matter expert in July to lead the development of a communications strategy, and subsequently a contractor to lead communications outreach in Q4 of 2016 (and extending in to 2017).

While our communications strategy focuses on highlighting the work of our partners and impact of technology, the time needed for maturation of field programs resulted in partner specific materials only being developed late in 2016. Therefore, over the course of the year our focus was on promoting our work generally via articles such as those published in Kadaster Abroad in June 2016 (An Open Platform for Documenting Land & Resource Rights), as well as more topical pieces relating to issues of particular relevance for Cadasta. Such topics included value chain traceability and open data, and were covered in the following articles:

- Using Fintech to Forge a More Transparent World (CIFOR Forest News - June 2016);

- Blockchain for Land Administration: Hype or Substance (GIM Magazine - August 2016);

- Pausing the Data Revolution to Ask a Few Questions (Next Billion - October 2016);

- Getting to Sustainable Palm Oil: A Hardware and Software Approach to a Market Problem (New Security Beat - November 2016);

- Summary Report: Land Debate on Open Data and Land Governance (The Land Portal - December 2016); and

- How Reliable and Accessible is your National Government Data? (GIM Magazine - December 2016).

Cadasta also participated in a number of events of specific relevance to our overall mission, including:

- Colored Coins: Bitcoin, Blockchain, and Land Administration (World Bank Land and Poverty Conference, March 2016)

- Cadasta Team Lightning Talks (GeoDC, April 2016)

- Recording Land Rights Using Open Platforms and Applications" (FOSS4G, August 2016)

- Participation in Mapping for Good Event at Facebook (August 2016)

- Open Data Land Debate on The Land Portal (September 2016)

- Participation at Social Capital Markets Conference 2016 (September 2016)

- Cadasta presented at Royal Geographic Society as part of COST Action (London, September 2016)

- "Measuring Open Data Together" (International Open Data Conference, October 2016)

- "Land Matters: Creating Open Technology for Land Rights" (Crisis Mappers, October 2016)

- Participation (Namati Community Land Protection Workshop, October 2016)

- Cadasta Platform Training as part of Continuing Education in Responsible Land Administration from ITC / its4land (Rwanda, November 2016)

- SAWIT Challenge (Indonesia, November 2016)

SECTION SIX – THE YEAR AHEAD

Summary

A key learning from 2016 operations was the need to focus our resources on those thematic programmatic areas and technological developments that will enable us to scale impact most effectively to beneficiaries on the ground. This has been reflected in our draft 2017-2020 Strategic Plan. With renewed strategic focus, more mature and engaging technology in place, and a strong pipeline of current and potential partners, 2017 is about turning those strategies into practice. Programs, Technology, and Communications are once again the three core pillars on which we will be delivering our mission in 2017. The key activities for these, and supporting financial and administrative priorities are outlined below.

Expanding & Scaling Programs Impact

With the release of version 1.0 of the Cadasta Platform, the organization has shifted away from regular hands on support to all of our platform users, to the use of standardized documentation, XLS forms, and video tutorials to guide partners through basic platform use. As platform users require less hands on support, the programs team will focus on broadening the user base and focusing on partners that have the opportunity to scale in multiple countries, such as Habitat for Humanity and Landesa, or through increased outreach at the national or sub-natiaonal level, such as KESAN.

As platform users are better able to operationalize system use, we will also be able to accurately monitor platform use and impact, a priority as we seek to develop user stories and use cases.

Building out Technology

2017 will see the continued development and maturation of the Cadasta Platform. Cadasta technology improvements are ranked and prioritized based on partner needs and data gathered from Google Analytics. In 2016 the focus of features was based directly on partner requests, which will still be core to the direction of Cadasta, but with greater number of users, more data driven decisions will also be possible.

Priority Epics for 2017

Overall themes in these priorities are improved reporting, printing and project management tools. As the platform features grow and mature, the goal will be that most partners are able to manage their own data entirely on the Cadasta Platform, from design to sharing. All features added to the GUI will be made

available through the API.

Epic Name	Description	Goal
Reporting	Provide basic templates of the most common reports required by partners	Share
Project Creation	Enable all data design to happen on the platform	Design
Field Papers	Allow printing of maps for data collection and then digitization back into Cadasta	Collection
Map Interactions	Improve map based interaction with data including both data entry and analysis by project managers	Collection and Management
Project Dashboard	Provide an overview of activity in a project (view will be dependent on user rights)	Management
Organization Dashboard	Provide an overview of all organization activities (view will be dependent on user rights)	Management

Additional epics and improvements to existing features will be added and prioritized over the course of the year.

Developing Effective & Impactful Communications

2017 is expected to be a watershed year for communications within Cadasta. There will be an expeditious shift in focus from continued building of our brand in the sector leading up to the World Bank land conference, to strategic materials and messaging in support of organizational fund raising and Platform uptake. Key activities to be delivered in this area throughout 2017 include:

- Materials aimed at awareness raising and engagement with potential funding partners
- Revised organization wide social media strategy and campaign
- Strategy developed specifically to address improving penetration with potential implementing partners and technology communities in Africa, Asia, and LatAm
- Additional partner stories linking Cadasta technology with beneficiary impact
- Website design and content overhaul
- Platform demonstration videos
- Marketing collateral aimed at priority thematic areas
- Collaborative blogs and articles with field implementation and technology partners
- Regular blogs from a cross section of Cadasta staff

Finance & Administration

2017 will build on the processes and operations that were streamlined in 2016, with a continued focus on a greater level of segregation of duties, improvement of reporting to funders and the outside community, strong focus on fundraising and diversification of existing funders, while supporting the Platform and Programs teams.

Annex 3 shows Cadasta's 2017 budget that projects a significant growth in the company's operations as it expands its reach into new programs. In order to expand the number of partnerships and programs, Cadasta will need to grow its existing Programs team. The organization's supporting and platform development functions should remain the same until it becomes evident that the existing team can no longer support the increased level of effort required for new programmatic activity.

Cadasta performed a contractor legal review across its global footprint and will work with the Board of Directors to reclassify some of the contractors to full-time staff. Cadasta has also been able to utilize learned best practices, that were derived from the contractor legal review, in its hiring due diligence process as the organization brings on new staff.

Funding

Funding is expected to be Cadasta's major focus in 2017 as the organization works to diversify its current donor pool by bringing on new large scale funders. 100% of 2017 and 48% of 2018 is funded from existing commitments, leaving a $1.24m gap in funding for 2018. Cadasta has set a target of $365k of the total gap figure to come from non-large scale donors. The organization's goal for new large scale donor funding for the period 2018-2020 is $5.14 million. The table below provides a breakdown of project funding needs and target sources for the next four years.

Funding Needs	2017 $2.43m	2018 $2.44m	2019 $2.64m	2020 $2.80m
ON/DFID Funding Secured	$2.43m	$1.19m	$0.00m	$0.00m
New Funding Required	$0.00m	$1.25m	$2.64m	$2.80m
Funding Source Targets*				
Large scale	95%	85%	80%	75%
Small-medium scale Programs based	2%	7%	10%	10%
Small-medium scale Technology based	2%	5%	5%	7%
Related earned income	1%	3%	5%	7%
Public donations	<1%	<1%	<1%	<1%

Cadasta plans to concentrate on large scale funders for the majority of its required new funding (75%-85%), while also targeting small-scale technology and programs based funding opportunities that should contribute 7%-10% of total required new funding. Based on existing grant commitments from Omidyar Network and UK aid, Cadasta projects to have all of its 2017 budget to be secured with the new funding need starting in early 2018.

Staff & Resourcing

Finance & Administration

The Chief Financial Officer remains the organization's only resource that is dedicated to managing finance, accounting, and human resource functions of the organization. In order to improve segregation of duties and implement a greater level of financial controls, several review functions have previously been transitioned to the CEO and will remain in place until additional finance/accounting/HR support positions are hired. There is currently no plan to hire an additional support position in 2017, since the existing level of financial support remains manageable.

Programs

The Programs team currently comprises the Chief Programs Officer, Product Owner, and Field Programs Support Technologist. The CEO also provides significant inputs into the strategy and activities of the Programs team. Additionally, the part-time Technical Writer is a shared resource between the Programs and Tech teams.

Due to planned scaling of partner engagement and Platform use, the Programs team plans to recruit additional middle and associate level staff onto the team during 2017 as project needs expand.

Technology

The Technology team is almost fully staffed with the exception of the Backend Developer that is expected to be hired during Q1 2017. Once the Backend Developer comes onboard the Tech Team will be fully staffed with no additional hires anticipated in the near-term. The fully staffed Tech Team in its current form will be capable of supporting the existing demand of the platform while allowing for substantial expansion in the number of users and hosted data.

Communications

Cadasta will retain, but ramp down, the level of services of the Senior Communications Specialist throughout 2017. We plan to recruit a mid-level full time Communications Specialist in the second quarter of 2017. This reflects a projected increase in communications content and strategy implementation associated with partner uptake, which we feel is best delivered internally from a cost and organizational perspective.

While Cadasta performs the necessary due diligence to find the right candidate for the position, the organization is utilizing the services of an experienced consultant for the development and implementation of its communications strategy.

ANNEXES

ANNEX 1 – Fiscal Year 2016 Consolidated Financial Statements

Cadasta Foundation Financials

Statement of Financial Position
Fiscal Year ending December 31, 2016 and 2015 (in USD)

	2016	2015
Assets		
Cash and Cash Equivalents	529,080	218,250
Accounts Receivable	1,384	0
Prepaid Expenses, Deposits, and Other	30,598	31,945
Property and Equipment, Net	11,566	13,349
Total Assets	**572,628**	**263,544**
Liabilities & Net Assets		
Accounts Payable	81,985	50,435
Payroll Related Payables	78,103	88,724
Unearned Revenue	1,688	123,281
Total Liabilities	**161,776**	**262,439**
Unrestricted Net Assets	**2,816**	**1,105**
Temporarily Restricted Net Assets	**408,036**	**0**
Total Liabilities & Net Assets	**572,628**	**263,544**

Cadasta Foundation Financials

Statement of Activities

Fiscal Year ending December 31, 2016 and 2015 (in USD)	2016	2015
Revenue		
Grant Income	139,786	1,365,707
Donations	2,001	0
Australian GST Credit	10,441	0
Interest Income	715	1,105
Net Assets Released From Restrictions	1,591,194	0
Total Revenue	**1,744,137**	**1,366,812**
Expenses		
Community Development	48,563	54,573
Finance	91,545	63,610
Fundraising	126,334	52,331
Operations	253,839	641,039
Partnership Development	236,063	64,808
Platform Development	835,067	449,693
Program Management	151,016	39,654
Total Expenses	**1,742,426**	**1,365,707**
Change in Unrestricted Net Assets	**1,711**	**1,105**
Unrestriced Net Assets at Beginning of Period	**1,105**	**-**
Unrestricted Net Assets at End of Period	**2,816**	**1,105**

Cadasta Foundation Financials

Statement of Cash Flows

First Fiscal Year ending December 31, 2016 and 2015 (in USD)

	2016	2015
Cash Flows From Operating Activities		
Increase (Decrease) in Net Assets	409,747	1,105
Accounts Receivable	(1,384)	0
Prepaid Expenses & Deposits	(1,653)	(6,945)
Accumulated Depreciation	6,741	2,752
Accounts Payable	31,551	50,435
Payroll Related Payables	(10,621)	88,724
Unearned Revenue	(121,593)	123,281
Cash Flows From Operating Activities	**312,788**	**259,351**
Cash Flows From Investing Activities		
Property and Equipment	(4,958)	(16,101)
Cash Flows From Investing Activities	**(4,958)**	**(16,101)**
Net Increase (Decrease) inCash and Cash Equivalents	**307,830**	**243,250**
Beginning Cash and Cash Equivalents	**243,250**	**0**
Ending Cash and Cash Equivalents	**551,080**	**243,250**

ANNEX 2 – Cadasta Foundation Organizational Chart

Cadasta Org Chart
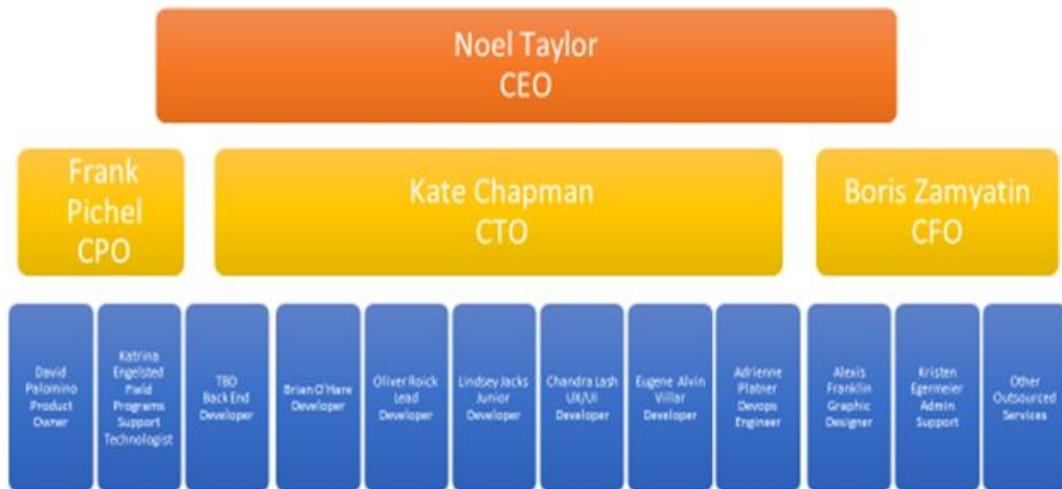
ANNEX 3 – 2017 Annual Plan Budget

Please refer to a separate document, 'Cadasta_Budget_2017-2019'.